

**STAKEHOLDERS PERCEPTION ON THE IMPACT OF MULTINATIONALS  
CORPORATIONS CORPORATE SOCIAL RESPONSIBILITY IN KAJIADO  
COUNTY**

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**DECLARATION**

This project is my original work and has not been submitted for a degree in any other university.

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This project has been submitted for examination with my approval as University supervisor.

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## **ABSTRACT**

The study determined stakeholders' perception on the impacts of Multinationals Corporations Corporate Social Responsibility in Kajiado County. The study has established how MNC CSR has benefited their beneficiary and its impacts in the local community of Kajiado. The study adopted a quantitative approach with a scope of 55 participants .Who were interviewed using a questionnaires .The study finds that most of the participants are aware of MNC activities and are direct beneficiaries of MNC CSR .Multinationals Corporations have enhanced the quality of life of the people of Kajiado, improved trade and commerce, enhanced the drainage system and sanitation, build dispensaries and tackled environmental issues like pollution and planting of trees to prevent soil erosion .Multinationals Corporations have mainly concentrated in social ,economic and political sectors in Kajiado county .Participants are of view that MNC CSR activities and initiatives create more opportunity for the community ,improve life, education and financial empowerment. The study concludes that corporate social responsibility of multinationals has benefitted Kajiado County, the actual practice of MNC CSR has been in line with the theories upon which was based on mostly the Resource Based View and Social contract Theory.

## **DEDICATION**

I wish to dedicate this research paper to my family for inspiration, motivation and their support.

## **ACKNOWLEDGEMENTS**

I am thankful to God for giving me the strength and capacity to finish this project. My appreciation goes to my supervisor Prof. Bitange Ndemo, for taking his time to provide guidance for my project. His insightful criticism, scholarly corrections, academic challenge and constructive dialogue were very invaluable respiration in the completion and quality of this project.

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## **ABBREVIATION AND ACRONYMS**

CSR:	Corporate Social Responsibility
MNC:	Multinational Corporations
MNE:	Multinationals Entreprises
NGO:	Non-Governmental Organization
OECD:	Organization for Economic Co-operation and Developments
SPSS:	Statistical Package for Social Science



## CHAPTER ONE

### 1.1 Background of the Study

The link between society and commerce is interchanging in a world in which social risks and new environmental risks emerge and the challenge of sustainability. The functions, responsibilities and roles with regard to MNC'S have been redefined.

CSR has been used throughout the global market place to differentiate one firm from other firms; the state of the performance is in sync with knowledge from the public for commercial and day to day practices and conduct. Press has shown interest in big business particularly those of MNC'S have risen the expectations for guidance as well as joining forces in this. Their opponent is promoting for stricter legal regards in regulating to level the playing fields.

Some NGO'S like Conservational international and Environmental Defense have programs with their organizations dedicated exclusively to work through MNC's on implementing more collectively operating plans standards .The initiative that an NGO/MNC is in fact a member of adjacent environs whose obligation extended in addition to their hold four walls is not new but the expectations of the media and public in recent years have created new impulsion among business to lift up principles of commercial nationality. In recent years CSR has been promoted by international institutions such as UN has been widely used.

Largely, media publicity of large business practices particularly those of MNC'S have led to increasing outlook of those affluent and inventive entities. It's appropriate practices now for big firms to commence their innovative collectively initiatives working procedure by revolving openly to NGO'S for management and proficiency, as well as combining services with these previous opponent to publicizing for tough lawful values in order to stage a money-making playing ground.

Majority known non-profits such as Environmental Defense and Conservational International have complete program inside their workplace dedicated exclusively to functioning with MNC'S on adopting more publicly pleasant day to day operations. The

inspiration that a group or institute is in fact an affiliate of neighboring area whose responsibility extends beyond their own work itself; but growing prospect of communal and the press in recent years have formed innovative impulsion among dealing with population to raise their principles of residency.

While the prospect of law doesn't emerge to have risen in tandem with other interested party in the form of legislation commitment; a supple system of standard and answerability is commencing to acquire outline in the form of mutual symbiotic relationship and trade regulations with stakeholder initiatives and standard setting bodies.

In recent years CSR has been promoted by international institutions such as UN and has been widely discussed (Gond and Igalen, 2010). This concept already existed in some firms, but was not called corporate social responsibility (Capron and Quarrel, 2010). It was formalized and implemented in companies of different sizes, activities and cultural background. Such diversity in application the model and CSR now has a multitude of definitions. Corporate Social Responsibility is a perception where by companies decide to voluntarily contribute to a improved society a clean environment and interacting with their stakeholders voluntarily.

Corporate Social Responsibility is often recognized around two areas; social and environmental responsibility. Although efforts in social responsibility have rapidly made by MNC'S (e.g. the eradication of child labour and social restructuring management), the environmental aspect has been undermined. As Mazerolle (2006), reminds us at first, MNC aimed to avoid responsibility by relocating their polluting activities in the third world, and then secondly global awareness of environmental responsibilities. Desersky (2008) argues that "CSR areas of interest are poverty, lack of opportunities in the world, environment, consumption and safety of employees' welfare. The globalization of the economy has led many organizations to take up new challenge of assuming the consequences of the decisions. For those involving new actors in the field MNC'S. Being economically viable and consequences of their actions are what stakeholders demand of MNC'S. However the balance is not always the same for each stakeholder (Clarkman, 1995).

For example, some of them demand higher profits whereas others ask for more transparency. MNC'S should therefore be able to pursue the new collective goals which continuously vary according to individual areas and interest especially when dealing with environmental and social issues worldwide(Suenson et al.,2010).

In mature markets, environment and social issues become daily concerns for consumers who are increasingly demanding green practices. Technological tools and better access to information have enabled consumers to get more involved in business.MNC have been widely affected by these new practices especially ,where some of the face global fiasco( Enron and Nike).Today people want to be considered as world citizens rather than more consumers.

Since they no longer consider only shareholders many MNC'S develop CSR strategies to meet the diverse expectation of stakeholders'. These diverse expectations of stakeholders who can influence or be influenced by firms' goal achievement (Freeman, 1984)are the dominant of CSR theories; they aim to align the goals of companies and the expectation of stakeholders (Capron and Quarel –Ianaiozelee, 2010).This MNC have engaged in multiple negotiations, starting from a dual vision to reach a multiple approach of their relationships with stakeholders (from a shareholder approach to a stakeholder approach).

### **1.1.1. Stakeholder Perception**

Wilson and Rookes (2000) define perception as a method which involves the analysis of stimulus which records on our mind recognition. Stakeholders perceptions regarding CSR simply refers how stakeholders view or perceive CSR activities in which in turn give rise to debate, discussions which would determine whether the company should continue with CSR involvement or not. Stakeholders include: local government, employees, customers, suppliers communities owners investors, beneficiaries of CSR.A stakeholder perception on firms' social responsibility depends on the aim or objective should be a key ingredient of every corporate activity including CSR.

Responsibility of CSR requires a company's administration group to tackle fundamentals of financial collective and ecological recital estimate. Looking upon a corporation

designs method indicators and treatment system that allow for valuation of company's CSR activities (Bhattacharya & Sen, 2004). Stakeholders usually evaluate CSR inconformity with the performance of achievement of the CSR initiatives in actualizing their nonpartisan approach. Bhattacharya and Korschun (2008). Klein (2004), found interested party, consumers and communities avoid business if the level of violation of Social Responsibility is alleged to be harmful. Stakeholder perceptions usually help company to grow their inter-relationships with other firms by increasing their profit and reducing losses by cutting cost.

### **1.1.2 Multinational Corporations**

A MNC is a company with foreign subsidiaries which extend the manufacturing or marketing of the firm beyond the restrictions of a country. Muchlinski (2015) MNC'S do not include large corporation which only promote their goods abroad, they are firms which have sent abroad a package of capital investment, decision-making capacity to other countries. In many cases MNC'S production is truly wide with different stages of production is truly wide worldwide, with different countries. Marketing also is often international. Merchandise produced in one or more countries are sold throughout. Finally, MNC'S tend to have an MNC'S as one with investment in six or more foreign countries.

The benefit of MNC and cost vary among interest group with a less Developed Country (LDC) population. Political elite welcome MNC through rake off on its inconsistency with sales output and services, job position on the Board of Directors (Wayne, 2006). Political elite may have to represent general public interest. Since 1970, there's been a change of direction from the MNC to third world country government which has increased their expertise in technical and economic and added other sources of technology and capital. Joint venture has been introduced by MNC to increase their competitiveness in business and government. LDC'S have also limitations and thus has made MNC to change from marketing management and sale of technology. LDC'S have become more discriminative in taking MNC more better at bargaining, they have increased the benefits and reduced cost of MNC.

### **1.1.3 Corporate Social Responsibility**

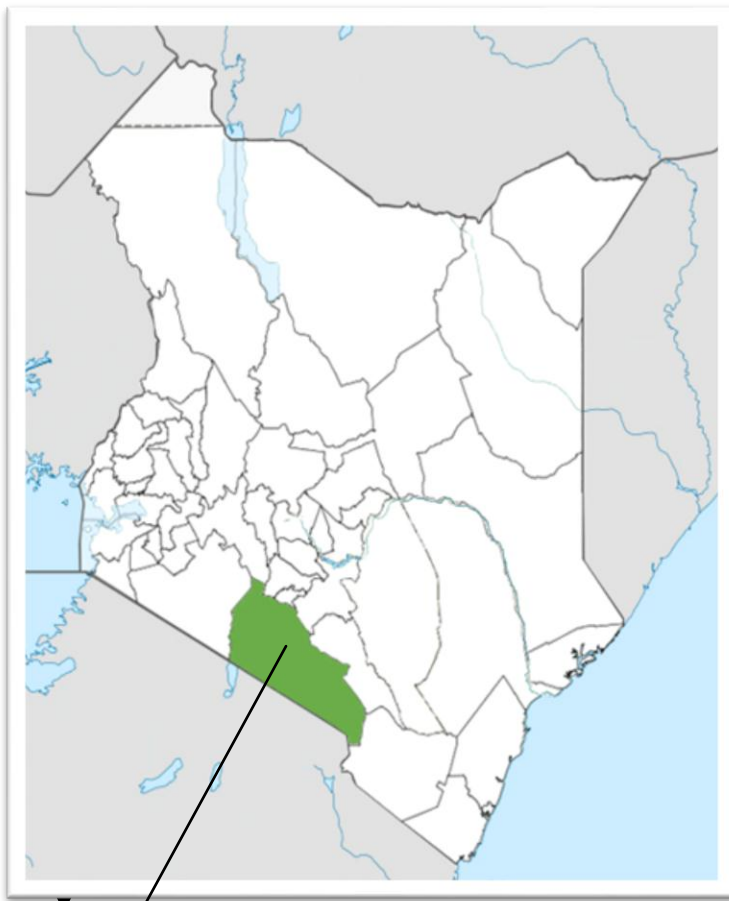
Social responsibility is the obligation towards the well-being of society through prevention of harm such as pollution Carroll (2014) .To be socially responsible, an organization should employ all possible resource efficiently to achieve its goal and objectives while maintain the well-being of different stakeholders and the community at large.CSR involves sustainability in community development and engagement. It's about promoting volunteerism among people.

There is a far above the ground consent on the proposal that the main purpose of a business consists of creating principles through the production of goods and services that society need, thus generating earnings for its proprietors and well-being for society, particularly in the course of a unremitting progression of employment establishment. However, the surfacing of latest collective markets and market demands is shifting increasingly the value and chronological horizons of the actions that they can give to sustainable expansion through running it function in classifying and strengthening intensification and raise spirited while assuring concurrently the fortification of the surroundings and promoting socially responsible as well as consumer interest (Wadlock, Bodwell and Graves, 2002). Business should function in a way that meets its ethical and moral obligation toward stakeholders (Georgina, 2008).Conversely, the business case perspective holds that the business participation in CSR, promotes firms long-term self-interest. Further the business case suggests that corporate involvement in the CSR activities presents an opportunity for promoting economic benefits to an organization. Therefore, it's in self-interest of the organization to promote CSR activities presents an opportunity for promoting economic benefits to promote CSR in business activities. In particular, CSR offers business benefits such as societal legitimacy, protect against stringent penalties and regulations, low risk from activities targeting business and access to new markets and business competitiveness.

#### **1.1.4. Kajiado County**

Kajiado region was created following the triumphant realization of Kenya's Constitutional Referendum of 2010 which generated the 47 counties in the Country. The region comprises an approximated area of 21,900.9 square kilometers.

Kajiado County comprises of a number of governmental districts are Kajiado Central, Isinya, Ngong Loitokitok, Magadi, Mashuru, Namanga. Despite Kajiado being the richest county, it faces serious problem of water, illiteracy, drought, diseases, climate change, and human wildlife conflict. Kajiado County is similar to numerous counties in Kenya is largely water strained where society members from time to time find themselves walking an average of 10km in search of water demographic features. Several MNC'S and private firms have contributed to the welfare of the community by improving the quality of life in Kajiado through programs and social contribution like building of schools, environmental conservation.



**Kajiado County map**

## **1.2 Research Problem**

CSR is being addressed in various approaches. In general, it can be described as the principal, the issues or stakeholder approach. The principle approach asks business to consider and act upon on the impacts of principle of agreed principle of CSR m and sustainable developments. The issues that appear in NGO campaigns against the company or its peers. The stakeholder approach asks the company to engage in abroad interactions with its stakeholders by identifying issues under CSR (Brennan 2011).

The stakeholders and issues approach may lead to challenge that prove counterproductive to company goals on CSR programs that are disappointing stakeholders by not meeting their expectations or being considered proactive. Business representatives understand that values such as honesty fairness justice and responsibility are necessary for running a successful business.

Some business have made or many fortunes through unscrupulous ways and unacceptable methods. Global liberalization markets have been towards accountability and transparency of business transactions.CSR requires firms to be more accountable in managing public and ecological impacts by practicing accountability to employees and their stakeholders not excluding stakeholders group like consumers, local communities, environmentalists and other interested groups .

CSR has two aspects of operations external and internal. Internal refers to CSR policy that a company itself should follow devise and implement. External refers to corporations' role and responsibility toward society and stakeholders. Executive ought to present proceeds (economic or otherwise) to interested party in order to persuade them to utilize and invest in affluence setting up businesses. Donaldson and Preston (1995) ascertain that a relationship between interested party and managerial economic administration assist executive to take up stakeholder ideology and practices performance that improve finally than those that do not.

Ngang'a (2012), studied to find out the perception of stakeholders in the market towards Credit Bureau Reference service and the extent to which they embrace the service .The

study helped all players in the credit market in formulating policies that will help in establishing an all-inclusive compliance to default information by all credit grantor. When all the players are compelled to share default information, the perception and degree of embracing the service will be high and default tendencies will reduce.

Marangu (2010), determined to investigate the workers discernment in tactical transformation management practices and work at KPLC. Their analysis of the results found that the key transform practices implemented were rebranding establishment of implementation of contracts to workers and expansion of an overhaul charter. Transformation process has mostly affected company's product and employees' actions. There is debate on the ground that MNC'S CSR has little impact as it makes the community dependent. This study seeks to establish if this is true. Therefore there is a knowledge gap that this study seeks to address. What is the perception of stakeholders on the impacts of MNC CSR in Kajiado County?

### **1.3 Research Objective**

The purpose of the study is to find out stakeholders' perception on the impacts of multinationals corporate social responsibility in Kajiado County.

### **1.4 Value of the Study**

The study will provide a better understanding and a view of how stake holders of the company perceive the needs of the company to have CSR. It will help in decision making by the management either to take up CSR or not by evaluating and analyzing the impacts of CSR on society and the importance of stakeholders thought in CSR. The finding will provide a valuable contribution, evaluation and promotion to the development of CSR in Kajiado County.



Policy makers and managers will use this in making policy and how to revise their strategies with the general expectation of the stakeholders'. This study will enable stakeholder to draw a relationship between share value and CSR programs and determine where stakeholders would support CSR programs. This study will also provide important insights in to stakeholders perception on the impacts of CSR and its importance to the society.

The study will provide a better understanding of existing theories that have been put forward by different scholars. Studying stakeholder perception on the impacts of MNC CSR will help identify whether this study support existing body of knowledge on CSR concept to benefit scholars academicians.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This study focuses on the stakeholders' perspective on the impacts of multinational corporate social responsibility in Kajiado county Kenya. This chapter presents theoretical foundation and empirical basis of the studies.

### **2.2 Theoretical Foundation**

#### **2.2.1. Social Contract Theory**

Social contract theory with regards to CSR has two strands: ethical and political philosophy perspectives. Both strands have wide application in management and political science (Mordi, Opeyemi, Tobarra and Ojo, 2012). Social contract theory has evolved in the classical period, when people (as citizens) saw the need to secure their lives and prosperity in the face of anarchy insecurity and social malaise; they consented to a contractual agreement to safeguard their interest by forming a government and granting leadership full complements of power as well as obligation to ensure security of lives and prosperity with a clause that both parties must act, within the ambit of the laws of the land(Raimi,2015).Social contact from ethical perspective assumes that people and society will be better off, if there's strict adherence of principles of justice, fairness and social concerns.

Furthermore, Garriga and Melee(2004) opine that social contract with foundation from ethics attempt to reposition the society by building business to society relationship on a solid foundation based on ethical principles "that express the right thing to do" in order to creature enduring social justices, The implication of this theory is that adopting CSR as a corporate policy and creation of social programmes by corporations are ethical obligations that corporations have towards society but where corporations have towards society. Where corporations refuse live by the expectation of the society it leads to violation of fundamental human rights of stakeholders in the society. The need to respect social contract by corporations doing lawful business across the globe has attracted the attention if UN, which view breach of social contract as a flagrant violation of human rights of the citizens (Garriga and Melee, 2004).

### **2.2.2. Resource Based View Theory**

Resource based view focuses on the process of growth of the firm ,the production prospect of the firm depend on how managers think they can use their existing resources as a result of their own know-how and their own view of their spirited situation and their setting. It predicts that factors that prolong cutthroat reward will spawn better profitable presentation that persists over time (Barney 1991).

Resource can be all company's tangible and intangible assets like knowledge skills, experience. Resource based theory is perceived as policy to builds company's combative improvement and repute of the firms .CSR generates both company's center and outward position in resource based perspectives. This theory takes a view that imitation is very expensive and will create a competitive advantage and sustainability for a business.

### **2.3 Empirical Basis of Stakeholders Perception of CSR**

Studies on the perceptions of stakeholders have been done internationally and locally. One of the studies was about a stakeholder approach to CSR in Lebanon (Jamali, 2008).The study sought to find the application of stakeholder approach in Lebanon .Results from the Lebanese context recommend that MNC have conveyed to them with a strong sense of accountability .The study findings showed that MNC have a strong sense of responsibility .The findings suggested MNC and affiliates have been able to make systematic efforts at managing stakeholders .The empirical study showed stakeholders methodology offer a clear benefit of handling stakeholder perceptions in the context of flashing out stakeholders issues.

Another study was carried out by Prutina (2016) in Bosnia on employees' perception of their companies CSR to different groups of stakeholders: employees' customer and non-social stakeholders. The study used explorative study and the findings showed employees positive perceptions by CSR dimension. Limitation of the study was that the study was conducted in only one company. This led to generalization of stakeholders perception hence it affected the purpose of comparison and perception of employees.

Within Kenyan context, a research on stakeholder involvement as a strategy in Health NGO'S organization was done by Mogeni (2014) the study used descriptive cross - sectional design that established the Health non-governmental (NGO'S) appreciated the role of stakeholder to the context they had put in place a mechanism of dealing with its stakeholders in a strategic process. The limitation of the study was some was NGO'S health were reluctant to give information on its stakeholders in strategy development .The study confined itself in NGO in Kenya and this limited comparisons to other NGO in other parts.

Another study was also done on perception of employees on acquisition strategy at Liquid Telecom by Obonyo (2014).The study found that the employees of the company perceive acquisition strategy as leading to conflict with the company and retrenchment .Employees perception was found to be influenced by several factors. The limitation of the study was that it was only Liquid Telecom Kenya alone and there's not room for comparison with other similar companies. This affected results established of employees perceptions out on the impact of strategy to employees and how to deal with challenges.

#### **2.4 Stakeholders Perception and Multinationals Corporation (MNC)**

Studies on the stakeholder perception on Multinational Corporation corporate social responsibility were carried out in Argentina was done by Natalie (2012) .The study used content and interpretative techniques supplemented by the content of secondary data. The study used secondary data supplemented by content and interpretive techniques. The study showed that there's a rare insight in to multinational –stakeholders perception on the impacts of CSR on environment and social -economic composition. The study should adopt MNC CSR policies and a well negotiated with local stakeholders' view of developing countries.

Another study was also done by Anderson (2015), on stakeholders influence on corporate social responsibility in Swedish Multinationals Corporation. The study sought to gain a deeper understanding of how Swedish MNC'S are affected by their stakeholders and which stakeholders they consider the most important when working with CSR on the

international market. The study used an abductive research approach and findings showed that majority of Swedish MNC'S mentioned customer's investor and employees as the most important to their CSR work. The study showed that stakeholder's theory explained the requirement for leaders of MNC'S that operate subsidiaries in various countries, to understand the needs of constituents in the different host who can have an impact.

Locally, Muture (2016) examined the relationship existing between international business CSR practices in Kenya and subsequent benefits and perception by the local community. The study adopted a qualitative approach followed by interview using a structured questionnaire. The empirical study found that most of CSR activities done by the MNC are in education and literacy enhancement improving sanitation and access to clean water. The study concluded that CSR activities have given extent benefit to the local community; the actual practice of CSR has been incoherent with the theories upon which this study was based on, mostly stakeholders and integrative theories.

## **2.5 Stakeholders Perception on Corporate Social Responsibility and Multinational Corporations**

Yunis (2012) carried a study on CSR of multinationals in Paskitan. The research sought to find out the function of subsidiaries of foreign MNC and CSR in developing countries. The finding showed that framework is effective in their operations in Paskitan. Limitation of the study was lack of awareness on CSR issues ,lack of stakeholder engagement management and limited diffusion of a contemporary global CSR agenda. This led to government not implementing polices and laws due to lack of interest from NGO'S and parent companies. The study used qualitative data analysis approach.

Latif (2013), studied on the on the perception and CSR in public and private companies in Finland. The study sought to find out what motivates companies to engage in CSR activities. Limitations of the study were financial implications through data gathering and analyzation. The results helped in understanding CSR concepts and its implication on firms.

In Kenya, Ndegi (2014) did the impact of CSR on strategic intent in the banking industry Kenya. The purpose was to assess the impact of CSR on the banking industry .A descriptive research was adopted for the study. The study found that the bank was actively in CSR.Stakeholder theory was used to explain CSR influences the organization failure to participate in CSR initiatives put the organization at a strategic and competitive disadvantage relative to peers who engage in such activities. From the foregoing studies, the research finds that studies are strong in corporate social responsibility .This therefore could be that there is a contextual gap which this study seeks to address.

## **2.6 Summary of the literature.**

Several studies have been done globally and locally some of which include perception of stakeholders approach to CSR in Lebanon (Jamali, 2008).Another study was carried out by Prutina (2016) in Bosnia on employees' perception of their companies CSR to different groups of stakeholders: employees' customer and non-social stakeholders. Locally, Muture (2016) examined the relationship existing between international business CSR practices in Kenya and subsequent benefits and perception by the local. Another study was also done on perception of employees on acquisition strategy at Liquid Telecom by Obonyo (2014).All those studies show that indeed stakeholder s perception have been studied on a wider perspective though they are different in concept and context hence the finding can't be generalized to apply in Kajiado County hence there's a knowledge gap that they study seeks to address.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

This section summarizes the study methodology including research design, data collection, population, sample design, and data analysis. It discusses design to be used and its appropriateness. It also identified the type of data to be used and mode of collection. In this chapter are the persons that were interviewed and mode of data analysis to be used for this study.

### **3.2 Research Design**

The study used descriptive research design. Mugenda and Mugenda (2003) defines descriptive design survey helps a researcher to gather, summarize, present and interpret information. The design chosen for the study was considered appropriately for the study because of the number of respondents expected to participate in the study.

### **3.3 Target Population**

Population refers to a group of things, characters or objects from which samples are collected for analysis or its entire of elements or groups that have at least one thing in common Kombo, (2006). The populations under this study were beneficiaries of MNC CSR Kajiado County. Kajiado has a population of 500,000 people and 300,000 are beneficiaries of Corporate Social Responsibility of Multinationals Corporations.55 participants participated in this research.

### **3.4 Sample Design**

Stratified random sampling design was used. Woolson (2011) defines a sample as a subset of a population .Sampling refers to the selection process whereby a subset is chosen from. The study targeted data from various stakeholders and beneficiaries of MNC corporate social responsibility in Kajiado County. Various stakeholders will be asked like churches, local communities, school teachers and parents and suppliers. In this study, the target population was drawn from Kajiado County.

Who are the beneficiaries of MNC CSR activities the units of study were to be community members, youth beneficiaries, women groups, churches and local authorities and community education committees. Sample size was 55 people from Kajiado County.

### **3.5 Data Collection**

The study used primary data collection to determine the perception of stakeholders on the impacts of MNC CSR. The data was collected through structured and semi structured questionnaire administered by drop and pick to the people of Kajiado County. This was considered appropriate as it provides a standard set of question for all respondents in a straight forward way. Questionnaires consist of direct questions that are factual or indirect questions that allows flexibility from the interviewer to the participants. A likert scale for rating responses was used in all questions.

### **3.6 Data Analysis**

Data collected in this study was quantitative in nature. Data was analyzed using descriptive analysis. The survey enables data collection from a large sample. Description of the perceptions was analyzed through percentage and frequencies and presented through tables, graphs, charts and percentage based on the questionnaires and SPSS. Descriptive statistics such as arithmetic mean was used to the most common respond to determine stakeholders' perception of impacts of Multinational Corporations Corporate Social Responsibility.



## **CHAPTER FOUR**

### **DATA ANALYSIS, FINDING, AND DISCUSSION**

#### **4.1 Introduction**

This section presents finding of the study which has been discussed. The discussion is preceded with a general section on socio-demographic attributes of the sample population interviewed and studied. This chapter presents the analysis of the participants' demographics, stakeholder perceptions on the impacts of MNC Corporate Social Responsibility in Kajiado County.

#### **4.2 Response Rate**

The objective of the research was to establish the Stakeholders' Perception on the impacts of Multinational Corporations Corporate Social Responsibility in Kajiado County. Questionnaires were issued to the beneficiaries of MNC CSR and response rate was good and at least 88% participated.

#### **4.3 Demographic Attribute of the Respondent**

This section discusses the social and demographic characteristics of the sampled participants of the survey. This includes gender of the participants, age, level of education and number of years they have lived in Kajiado. Demographics information of the participants of Kajiado community was very vital in understanding the participants' background experiences and their relevance in the research .

##### **4.3.1 Gender of the Respondents**

The study sought to determine the gender of the participants. The participants who participated in the survey were asked to state their gender and response was presented in Table 4.3.1.

**Table 4.3.1: Gender Age of the Respondents**

<b>Gender</b>	<b>Frequency</b>	<b>Percentage</b>
Female	<b>16</b>	<b>29.1</b>
Male	<b>39</b>	<b>70.9</b>
Total	<b>55</b>	<b>100</b>

Table 4.3.1 shows that out of 55 participants interviewed and participated 29% were female and 71% were male. This means that the men were aware of multinational and their CSR initiatives and programmes because in this county more men are working and are aware of Multinationals compared to the women .Women are left at home to carry out domestic chores and this has hindered them in participating in this MNC initiatives and some are not aware of the initiatives of the MNC Corporate Social Responsibility in the county.

#### **4.3.2 Age Distribution of Respondents**

The study sought to investigate the ages of the participants .The participated were asked to provide their ages .The study categorized ages of the participants and the response presented in Table 4.3.2.

**Table 4.3.2 Age Distribution of the Respondents**

<b>Age Brackets</b>	<b>Frequency</b>	<b>Percent</b>
20years -29 years	4	7.3
30years -39 years	30	54.5
40 years -49 years	18	32.73
Above 50 years	3	5.45
Total	55	100

Out of the 55 participants' interview 7.3 % participants were aged between 20 years -29 years .While 54.5 % were aged between 30 years -39 years .40years -49 years were 32.73% .Above 50 years were 5.45 % .The adults between 30 years to 39 years ages were more aware and available of MNC CSR initiatives and programs in the county. This is because some are beneficiaries and employees of these MNC in the county. The older adults had benefitted from them through paying their kids school fees, training and empowerment in the community.

#### **4.3.3 Years in Kajiado County**

The study sought to determine how many the participants had lived in Kajiado County. Participants were asked to state their years in Kajiado. This was important because older adults were more likely to be part of the CSR and their perception was highly viewed .The responses were presented in a table.4.3.3.

**Table 4.3.3 Years in Kajiado County**

Years	Frequency	Percent
0 years -9 years	7	12.72
10 years -19 years	14	25.45
20 years -29 years	6	10.9
30 years -39 years	15	27.27
40 years -49 years	10	18.18
Above 50 years	3	5.45
Total	55	100

From the study, from 0 years -9 years were 12% and 10 years -19 years were 25.45%. 20 years -29 years were 11%, 30 years -39 years were 18% and above 40 years were 5%. Majority fall between 10 years to 29 years because some have been born in this county while others are employees and beneficiaries of MNC CSR activities in the community.

#### **4.3.4 Participants level of Education**

The study sought to determine the level of their education in the County. Respondents were asked to state their level of education in Kajiado. This was important because they could pinpoint the CSR activities in Kajiado. Older adults were more likely to be part of the CSR and their perception was highly viewed. The responses were presented in a table. 4.3.4.

**Table 4.3.4 Participants level of Education**

Level of Education	Frequency	Percent
Diploma	30	54.5
University	11	20
Postgraduate Degree	4	7.3
Others	10	18.2
Total	55	100

Out the 55 participants 30 % of those had diploma and 11 % had university degree. Post graduate were few because people could not access evening classes because the education facility were far from their offices and most in Nairobi. Majority of the participants were cognizant of the Multinational Corporate social Responsibility in Kajiado County. Education was used as one of ways to measure the impacts of MNC CCSR on stakeholder's perception hence it was vital to indicate the level of education or training. Education affects how they perceive MNC CSR initiatives and what extent. The formal education is likely to understand the impacts of MNC CSR programmes and this has affected their community.

#### **4.4 The Impacts and Benefits of MNC CSR Programmes and Initiatives to the Local Community.**

This was done to determine whether MNC CSR initiatives and programmes have brought any benefits and impacted the local community .The data was presented as follows. Provision of commodities and services industries at the local community and provision of employment. The community has benefitted from MNC by getting employment or other jobs like supplying of goods and services.

From the findings Local community quality of life has improved, enhanced and improved literacy levels, improved environmental preservations. The respondents agree that their life and literacy level had improved tremendously and they are to go to school, technical training colleges and university .More people are agree that Multinationals had helped the government in Value addition to government initiated programmes. Enhanced trade, commerce, and exportation of goods between community and MNC had improved the state of drainage sanitation and water.

Most of the stakeholders and participants said that there was environmental improvement through campaigns and building of schools, dams, and preservation of the environment through campaigns. Other participants said CSR had enhanced trade, commerce, and business in Kajiado and added values to the government initiatives programmes. Majority support the work of Multinationals Corporations CSR and its impacts in the community.

While a few felt MNC had not served their purpose as intended. Most MNC usually tackle three aspects of CSR: social, financial and economic. The financial initiatives focused on empowering the community financially .Economic focused on business and profitability of their business while social focused on welfare and justice in Kajiado county. MNC CSR has benefitted Kajiado County.94.6% said that MNC CSR has helped them change their lives while 5.4 %of the participants rated the benefits as below average.

Most organizational leaders are concerned with achievement of competitive advantage and added value can influence the organization’s performance by addressing the interests of stakeholders (Baker and Anderson 2010).CSR should be able to address stakeholders’ rights and responsibilities. Social contract theory from practioners’ view-points presumes that business operates in society based on the notion that business community presumes to have to agree to meet certain socially desired actions and expectations in return for society’s MNC should legitimize their operations by fulfilling its social contract to relevant stakeholders .Where society’s expectations are not fulfilled and business are neither in accordance with social standards and rules leading to a breach of agreement.

#### **4.5 The Extents to Which CSR Initiatives and Programmes of MNC Has Benefitted the County.**



Majority of the participant believe that MNC CSR initiatives and programs are improving the life of the people and had enhanced businesses in the community.

Protagonists of Foreign Direct Investment have eulogized the role of MNC played in promoting society improvement in Kenya and third world countries. Mainly through the stipulation of societal services most by helpless rustic populations. At the level of the public improvement, the MNC play an imperative function in boosting the morality of some restricted community through a number of projects .And in provisions of productivity, outstanding turnovers and imburement of share the successes of these have been approved by both stakeholders' and shareholders .Their extraordinary monetary recital and eye-catching dividends policies aside these MNC have tried to remain significant to positive nationwide requirements and aspirations. For example, they have discharged certain social conscientiousness by ways of hand-outs and contributions to charity as well as through support of learning and certified institutions.

MNC, act as proxy for the Kenya government that overlooked financial and community interests programs that could contribute to both economic and social development of the communities. There is improved directorial obligation on the part of MNC to social actions attractions of the reflection to concrete action, increased organizational familiarity with social tribulations and prospective solutions and increased standarzations at function level.

In classifying and making CSR, sustainable it's compulsory to build up a principled outlook in corporate matters. Cliché through this may be taken to be, but business ethics is about being answerable to stakeholders from the environment to the stockholders.CSR must be also in the with these imperatives and that's why all initiatives on the attain must be stakeholder oriented and driven by business interest if they are to be sustainable .CSR should be competency driven where by the MNC collaborate with society by depending its essential capacities.. It aids in creating prospective competencies and boosts to developing high effectiveness.

In community driven CSR, firms invest in societal benefit yet again with a commerce concern. Consumers are pressuring MNC to invest in green technology and reduce pollution. This has helped to raise consumer standards and expectation.

#### **4.5.1 Stakeholder Perception on MNC CSR Initiatives and Programmes.**

The third objective was to establish the possible way a stakeholder could view the multinationals Corporations Corporate Social Responsibility in Kajiado County. The data was presented as follows.

MNC CSR programmes have helped the community, in branding and image projections. MNC CSR initiatives have enhanced the livelihood of the people. Community is aware of the MNCCSR programs in the County. MNC CSR has improved the environment health and well being of Kajiado County.

The expansion of CSR reflects the increasing potential of society and the stakeholder of role of MNC in society and response of MNC to emergent ecological and financially viable pressures. Though voluntarily pledge to CSR MNC are hopeful to send a positive gesture of their actions to various stakeholder (community, government and consumers) and so liability make an venture in the prospect and assist raise prosperity.

MNC CSR actions amongst business entities and its interested parties have contributed to the expansion of a country through long term benefits to all. Concurrently, optimal general benefits to all. Resource based theory believes what differentiates business entities from others are the resources they possess and influence. It allows MNC to understand CSR activities. Resource based view propose that capabilities based resources a firm develops that relates to stakeholder focus sustainability. A stakeholder responsiveness capability is valuable to a MNC because it allows responding to its specific stakeholder perception and heteronigenity of these issues makes it difficult for other to imitate responsiveness policies.



**4.6. General Rating of the stakeholders Perception on MNC CSR initiatives and programmes.**

Rating	Frequency	Mean
Not Applicable	0	0
Strongly Disagree	5	11
Agree	3	18
Strongly Agree	47	1.1
total	55	30
Average mean		10

As shown in Table 4.7, respondents agreed that the respondents or stakeholders agree that Corporate Social Responsibility of MNC had impacted them in their lives .The average mean score was 10. The analysis above implies that corporate Social responsibility greatly influences stakeholder perception. This also implies that majority of participants had a better perception of MNC .Most stakeholders believe MNC CSR is an economic booster in Kajiado county and more should be done to cover more people. Few did oppose because some MNC did not take care of the well like the cement factoring have not compensated the land owner and some exploit the locals due to their ignorance.

Crouch (2006), argues that firms voluntarily should take into account the welfare of the society by giving back. Organizations are members of society .Because they take resources from the society, that have a responsibility to return a value to the society should be able to determine the nature of value to be returned and to expert organization assist in solving social problem .After all organizations social instrument that exist and operate at discretion of society.

Building of accord in the society should be accompanied by other issues such as prioritization of ecological accountability to improvement of CSR regulation, the sponsorship of governments and organizations and growth of CSR revelation and audit (Wang and Juslin 2009).

Stakeholder's perception on firms CSR activities' depend on the motive of MNC indulging CSR activities. Stakeholders evaluate on firms CSR activities grow the lives of beneficiaries and the motivation accredited by the stakeholder to MNC in undertaking CSR activities.

Friedman argues that community crisis should be determined by the tolerant functioning of liberated marketplace structure .Additional analysis holds that of liberated marketplace can't solve the collective predicament, then it cascades upon regime and legislation to engage in shared answerable actions may be unprincipled, because it requires managers to expend more capital that belong to persons money that otherwise would be returned to stakeholder in the form of high surplus , earnings and the like.

#### **4.6 Discussion**

This section has presented the findings from the questionnaire. The questionnaire findings propose that the classical types of CSR practices are public, mainly identified benefits were commerce, and main motivation to participate in CSR is linked to the individual owner of the business. The major result from the study is that most of the participants have benefitted from the corporate social responsibility of the Multinationals. The outcome shows a clear indication for a positive link between the Stakeholder perception of the community and the activities of Multinationals. This study intended to determine stakeholder's perception on the impacts of MNC CSR in Kajiado County. The outcomes of this study portrayed diverse views and opinions on the different aspects of MNCs CSR that the study tested. Indeed, the findings of this study clearly show that a successful CSR implementation,

Based on stakeholder views is being implemented among the MNCs surveyed, and has targeted stakeholder interests.

There were diverse feelings on the understanding of the role of Corporations in solving the societies' long term goals, needs, and wishes. While the public views CSR activities as generally good for its (society's) goals, proper integration and communication strategies would improve the community perception. There was a view that Corporations engage in CSR for brand recognition, advertising and with self interest to maximize profits. Majority of the CSR practices by MNCs were geared to achieve. Majority of the CSR practices by MNCs were geared to achieve some of the millennium development goals such as health and education. The study further concluded that beyond the existing trends in CSR among the multinational corporations, CSR practice is still work in progress

Normally beneficial programs ought to be clearly thought out, integrated in to strategic plans, for the benefit of the stakeholders as well as the communities.

For purpose of importance and perceptive between the MNCs CSR providers and the local community recipient, there should be proper identification of key stakeholder and prioritization among their competing interests.

The key results of this research are based on the different aspects of CSR. The economic viewpoint was meant to establish whether the respondents believe the CSR enhances the livelihood and provides business sustainability and continuity. From the research findings it was found that most participants believed that Multinational Corporations offer opportunity to make profit, majority also believed that CSR contributes to the trade and industry growth of the nation and that creates awareness to the community and quality of life has improved. This finding implies that majority of the participants are in support of the CSR.

CSR strategies varies from company although they are parts of a larger integrative perspective. MNC must adapt CSR strategies at local level, to meet the standards referring to society as a whole. MNC's must be able to consider stakeholders or society in a different way. The presence of MNC creates expectations from a local stakeholder's especially economic ones communities expect these large companies to use their capital

and skills is play a proactive role in the welfare of communities they operate .MNC'S must therefore meet such expectations .MNC'S must pay attention to stakeholders .

The general public can be hypothesized as a sequence of social contracts between members of society and society itself. Meaning, firms can be defined as part of society and therefore should adopt some degree of morality in business undertaking .Business ethics comprises of set of terms, conditions ,rules and condition that govern people on how to work with each other, which rational community will agree to for their mutual benefit on this condition that other followers follow the same. Business should be expected to provide some level of support to their local communities and some degree of participation in community activity. The social contracts agree with stakeholders that the interest of interested party are essential, but they believe that those interests don't overtake non stakeholders interests or demand such as freedom, prosperity, safety and health.

The resource based and stakeholder's view is complementing and envisages firms as resources with interest party as networks of stakeholders. Business competitiveness requires effective management of organization resources and stakeholders participation. A business is dependent on its stakeholders relationship for more resources it requires .In resource based view theory has economic performances as its dependant variable.

In resource based view, CSR gets both firms external and internal advantages like resources, assets skills and expertise. An internal resource helps the firm to implement CSR activities that support companies or MNC to adopt new resources and capabilities. The adoption of CSR boosts its reputation .Corporate branding and reputation is an intangible resource adopted by firm's decision to participate in CSR or not .The branding and good reputation whether socially or ethically responsible manner will be east to reinforce and build relations with interested party like stakeholders.

## **CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATION**

### **5.0 Introduction**

This chapter presents discusses, conclusions and recommendations of the study. The finding has been discussed interpreted alongside the objective of the study. Conclusions of the findings and recommendations have been done based on the findings and suggestions.

### **5.1 Summary**

The aim of the study was to determine Stakeholders perception on the impacts of MNC CSR in Kajiado County. This was done to determine the impacts and benefits of MNC CSR. A survey of participants within Kajiado County was undertaken. 55 participants were sampled. Data was quantitative in nature and collected through the administering of questionnaires. Results were analyzed using mean and mode presented in percentages and charts. Out of 55 sampled respondents 46 responded.

The study showed that most had technical training and about 15 had university and post graduate degree. Most of the stakeholders in the county are aware of the Multinationals Corporations because they are employees of the MNC and beneficiaries of the MNC. The findings of the study showed that most of the stakeholder agreed that MNC had improved the quality of life and their social lives. The participants were aware that MNC'S are doing CSR as a way of building brand and marketing. This has been established by the researcher that there was increased businesses publicity and quality access o education facility and health.

This were some of the benefits of MNC CSR in the community .Other stakeholders said that MNC CSR creates awareness to the community and quality of life has improved tremendously as well as the welfare of the pastoral community. It's a way of giving back to the community .and the MNC acceptance of the Kajiado community .its creating opportunities for future and development.

## **5.2 Conclusions**

The study objective was to determine stakeholders' perception of MNC CSR in Kajiado County. The findings showed that most of the participants are direct beneficiaries. This means the community is aware of these activities. This means the community is aware of these MNC CSR activities are willing to work with them to improve their economic and social life.

The study established that a number of Corporate Social Responsibility aimed at improving social, economic financial and political issues in the communities.

Social responsibility of business is to use its resources and engage in activities designed to increase its profits so long as it stays within the rules of the and fraud. The general public benefits when MNC take responsibility for their actions and impacts on society. For example, MNC and other corporations should not harm the communities like pollution, consumption of natural resources and exploitations of less fortunate groups in society. Although the manipulation of common (societal) Corporations accountable for these externalities.

Stakeholders pressure MNC to reuse, invest in conservation of affable expertise, and employ in improved employment practices. Pursuing collective concern might unite MNC who have similar interests. Partnering with others can help in collection of assets like proficiency and collective investment thereby intensify the good that grow from these collaborations. Stakeholder theory provides insights in to how MNC should interact with their stakeholder and offers managers' mechanism to purposefully administer stakeholders that may be affecting otherwise affected as a result of the companies' operations.

Stakeholder management helps bring into line stakeholders' interest overtime which maximizes the possibility of trailing the maintain of essential stakeholder group's. It requires the development of a strategic approach to determine the field size of CSR actions by a specific MNC, which might include discussion and conversation with stakeholders. It's necessary for the investigation to look at which stakeholders append

pressure to CSR and then study their influence and legality to comprehend which main and less important stakeholders persuade MNC to adopt CSR.

According to Friedman (2004), there is no reason for business in favor of big business for shared activities. Such actions rather challenge to the existence rationale of a corporation that's the maximization of the investor importance. The abatement of social tribulations and difficulties lays in the hands of the state and people themselves so Friedman, also because they can address these issues more competently.

Do businesses consequently not have any public tasks? Must they truly not function collectively? This approach changed in last year's and the conception of CSR of MNC became more considerable international in the areas of wealth, the general public and opinionated in recent years. A lot of incidents like dishonesty and bookkeeping affairs, non-opaque organization payment, group lays off notwithstanding growing revenue, doubtful productions. Socially acceptable as well as ecological actions beyond government regulations shift in to focus of the stakeholders. CSR actions of MNC'S and in particular which add to the good of their stakeholders that its workforce and local population, corporations clientele, shareholders, the surroundings and people as a whole. The conviction that corporations have a superior accountability to public than simply generating earnings has set demands on MNC 'S, to integrates societal and ecological considerations in to production models. This method has led to a re-thinking of businesses or MNC to convene arising standards, interest and outlook of stakeholders no topic whether the course of action is drawn on the inside in the course of CSR or business guidance or superficially in the course of stakeholder demands.

CSR has grown to be a critical premeditated accomplishment aspect in a rapid shifting situation and dedication of corporations is to be seen as financial prospectors and economic performance. MNC CSR should also address the issue of legitimacy a precondition for survival. It secures the flow of resources and the support from external constituencies and stakeholders. In making the actions of MNC seem to be proper and appropriate. With generally accepted recognized authorized social norms and the expectation, management secures the continued legitimacy in their organizations. An obvious way in which such

legitimacy is advanced is via both an address to concerns of external stakeholders and possible welcoming of greater internal corporate democracy to embed legitimacy.

### **5.3 Recommendations from the study**

The study therefore recommends that more people should be brought on board to enhance the quality of services and increase access of these services provided by MNC CSR. The government should also monitor the initiatives of the MNC CSR to discourage scrupulous MNC taking advantage of the community's lack of knowledge and ignorance. Compliance should be adhered to strictly without fail. This will make MNC to be accountable to the government and the local community. There's need for partnership between government and MNC for greater impact. It should be encouraged to realize greater milestones and development in areas of CSR. When there are many partners the community is able to benefit maximally as compared to when each MNC does its CSR initiatives will impact more because not all areas are covered by MNC initiatives. This will enable the society to solve their problems that the government is unable to deal with due to constraint of resources.

### **5.4 Limitations of the study**

The researcher encountered several limitations that may affected the findings of this study .Language barrier was a problem. Not every participant was not conversant with English. Language continues to impede the global compilation of scientific knowledge .English was not their first language so there was imbalance.

Financial constraint was another problem. The study was carried in rural areas and sometimes it was inaccessible to due to bad roads and transport was quiet high.

### **5.5 Implication.**

The model of CSR focuses on moral and ethical issues which influence corporate decisions and behavior. CSR is a theory that emphasizes on absolute social contribution of business to the society and responsiveness. Globalization has strengthened new opportunities and challenges emanating from increasing linkages between political, social and economic, role of business in environment. Businesses are faced with new challenges



and risks in the international vibrant surrounding. The proposition is that firms need to be responsive to emerging expectation and profitable .The main function of CSR is to ensure businesses are responsible to interested parties.

Businesses should be able to handle a wide range of stakeholders like community, customers, employees, trade unions, and shareholders. Business have little resources to devote to CSR programmes, hence business need to recognize, prioritize and integrate other parties executive and seek maximize its profit and is self absorbed. Nevertheless, a business has collective responsibility as it premeditated decision often affect wide array of interested parties.CSR initiatives have become a constituent of big firms that enhances aggressiveness and enhancement, enduring viability.CSR theory as the main hypothetical support for checking firms CSR practices and stakeholders views in Kenya.

CSR is a representation state that all pyramid of social responsibility comprises of philanthropic ethical, economical and legal. The research examines business CSR practices and stakeholders views in Kenya. It recognizes business as an entity, expounds the concept of CSR, investigates stakeholder's management and defines hypothetical outline of the research.

#### **5.6 Recommendations for further study.**

The study has determined stakeholder's perception of MNC CSR in Kajiado County and their impacts .Thus the research recommends that there is need to carry out a study to establish the benefits and stakeholders perception of MNC CSR in Kenya as whole.

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## APPENDIX

### Questionnaire

#### Introduction.

This study seeks to establish stakeholders' perception on the impacts of Multinational Corporation's corporate social responsibility in Kajiado County. Yours views will be treated confidentially .To indicate your response please tick the choice that best suits your opinion.

#### Section 1:Personal profile.

A) Gender                      Male (   )                                      Female (   )

B) What's your age bracket?

1)20years-29years    (   )

2)30years -39years    (   )

3)40years -49 years    (   )

4) Above 50 years    (   )

C) How many years have you lived in kajiado county?

1)0 years -9 years (   )    6) above 50 years (   )

2)10 years -19 years (   )

3)20years-29years    (   )

4)30years -39years    (   )

5)40years -49 years    (   )

D) Please indicate your highest level of education?

1) Diploma                      (   )

2) University degree    (   )

3) Postgraduate degree    (   )

4) Other..... (Specify).

**Section II: The extent to which the local community (Kajiado County) has benefitted from CSR initiatives and programs by the multinationals corporation corporate social responsibility.**

	Not applicable	Strongly disagree	Disagree	Agree	Strongly agree
The multinationals CSR initiatives has provided employment and production of goods and services					
MNC Corporate social responsibility has improved trade, commerce e.g. sourcing from the local and selling to local customers and people.					
MNC'S has supported local community in preserving the environment like planting trees and prevention pollution.					
They have improved the state of education in the county.					
They have worked with government in their initiatives to add value in government. Initiated programs.					
They have improved the quality of life of local people.					
They have participated in water and sanitation programs by building dams and toilets.					
They have enhanced economy by strengthening local saccos by giving loans to community initiated initiatives.					

2) What can you rate the extent to which CSR initiatives and programs of multinationals has benefitted the county and local community?

Not applicable	Very poor	Poor	Fair	Good	Very good	Excellent

**Section III: Stakeholders perception on multinationals corporation corporate social responsibility initiatives and programs.**

The following are statement that suggests the possible ways a stakeholder can view the multinationals corporations’ corporate social responsibility practices in Kajiado County.

	<b>Not applicable</b>	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Agree</b>	<b>Strongly agree</b>
CSR initiatives have helped the community.					
Multinational corporations CSR companies practice CSR as a way of building brand and corporate reputation.					
MNC’s carry out activities because of their commitment and concern for the county.					
Most CSR activities have enhanced interactions and improved the livelihood of people in a number of ways.					
The community is aware of CSR programs of multinational corporations.					
The CSR initiatives have improved the state of environment, Health and wellbeing of the local community.					



